



### Executive Board

Kaye Crawford, City of Salina  
Debbie Divine, City of Salina  
Steve Errebo, Lincoln Co.  
Mark Freil, City of Minneapolis  
Dwight Frost, Jewell Co.  
Marcia Funke, Washington Co.  
Bill Garrison, Cloud Co.  
Chuck Heidrick, City of Beloit  
Vicki Koepsel, Saline Co.  
Jonathan Mitchell,  
City of Ellsworth  
Joe Nold, Dickinson Co.  
Larry Paine, City of Concordia  
Virgil Palen, Mitchell Co.  
Kermit Rush, Ellsworth Co.  
David Thurlow, Clay Co.  
Harold Wilber, Republic Co.

### NCRPC Staff

John Cyr  
Carol Torkelson  
Connie Cyr  
Doug McKinney  
Margaret Cathey  
Deb Ohlde  
Debra Peters  
Todd Tuttle  
Sherry Angell  
Pepper Roberg  
Lori Thielen  
Jeff Maska  
Jeff Gansel  
Dell Gier  
Rod Thompson

### Upcoming Events

**Thursday, December 8**  
Executive Board Meeting, 2 p.m.

**Thursday, January 26**  
Executive Board Meeting, 2 p.m.

### Happy Holidays...

from the staffs of NCRPC, NCKCN and FORDI. The offices will close at the end of the business day on December 23 and



will reopen January 3, 2006. Thank you for your patronage over the past year.

## NONPROFIT GOVERNANCE IN A NEW ERA FOCUS OF BOARD/STAFF RETREAT

North Central Regional Planning Commission board members and staff recently spent a day learning more about nonprofit governance and ways to take an organization from good to great.

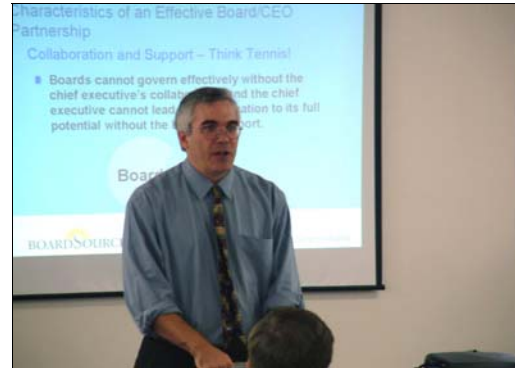
The retreat was facilitated by Michael Daigneault, Senior Governance Consultant with BoardSource, which is based in Washington D.C. and charged with building effective nonprofit boards.

Executive Director, John Cyr, says the day's purpose was to learn and grow as an organization.

"The exercise was geared to develop better board organization and structure, as well as staff responsibility to the organization," Cyr says.

According to Daigneault, "the board is the legal guardian of the organization and is responsible for the organization's current and future welfare." This, he says, is a nondelegable responsibility.

Boards should manage



Michael Daigneault, a BoardSource consultant based in Washington, D.C., facilitated a retreat October 28 at Cloud County Community College.

two things effectively, Daigneault says, including the CEO/director and themselves. Boards sometimes overlook managing and evaluating themselves.

Many governance models exist and each model has pros and cons. One of the most recent is the "Governance as Leadership" model, which highlights the importance of the Board and Executive Director operating in a dynamic partnership. Three modes exist

within this model including fiduciary, strategic and generative. The **Fiduciary Mode** includes overseeing operations. The **Strategic Mode** includes constantly scanning internal and external environments and the **Generative Mode** in-

cludes seeing current challenges in a new light.

He said many things related to nonprofit governance are happening on Capitol Hill, in the economy, and locally, making it hard to keep up with changes.

"What you all do by serving on this board is so incredibly important among your communities," Daigneault encouraged.

For more information on BoardSource, see [www.boardsource.org](http://www.boardsource.org).

## COMMERCE VISITS CDBG HOUSING APPLICANTS

Representatives from the Kansas Department of Commerce (KDOC) conducted site visits in October to 12 communities, including four in North Central Kansas.

The purpose was to view "target areas" identified by communities in Community Development Block Grant (CDBG) applications in the housing category.

The visits were the next step in the application process for CDBG housing grants. Final award announcements for all CDBG categories are expected in early January 2006, pending CDBG program funding decisions at the Federal level.

Each city determines its own target area prior to applying. Pre-applications are

then sought from households within the target area to document interest.

According to KDOC Community Development Division employee Debbie Beck, competition in the housing category is exceptionally strong this year. The state received 33 housing applications, which is significantly more than previous years.



North Central Regional Planning Commission  
109 N. Mill, P.O. Box 565, Beloit, KS 67420  
Phone: 785-738-2218  
Fax: 785-738-2185  
www.ncrpc.org

Know others who would like to receive this newsletter? Prefer e-mail format? Send contact information to lthielen@nckcn.com. Feedback is always welcome.

## MEET THE BOARD

Marcia Funke, NCRPC Board member since 2001, believes her involvement with the Board has been time well spent.

"One of the rewarding things about serving on the board is the mutual respect, admiration and integrity we feel for each other as board members. Whether we represent a city or a county, we come together and have good discussions at our meetings," Funke says.

Funke has also served on the Washington County Board of Commissioners since 2000 and says she enjoys the challenge.

"County commissioners have a tremendous responsibility to be fiscally conservative with less money since loss of some demand transfers," Funke says. "You have to set priorities and take care of the important ones first."

Funke, who is married and lives in Washington, is a paralegal at Galloway, Wieggers & Heeney of Marysville and Washington, Kansas, and has 28 years of legal experience.

## PLANT OFFERS COMPETITIVE ADVANTAGE

A 28,000 ton dry fertilizer plant recently constructed in Concordia will provide competitive advantages and opportunities for wholesale and retail markets and grain producers in North Central Kansas.

The state-of-the-art plant, called NorKan, LLC, is a win-win for North Central Kansas, according to Bob Fifield, Farmway Co-op, Inc., CEO and NorKan, LLC President.

"There will be a lot of traffic and activity in Concordia and North Central Kansas," Fifield says. "We've also already had farmers say they plan to haul more grain to AgMark, LLC because it will make sense financially to bring a load of grain and backhaul fertilizer."

The NorKan plant, located just west of the AgMark grain terminal in Concordia, utilizes the same rail for unloading rail cars. NorKan is capable of receiving dry fertilizer in 65 to 75 car unit train shipments and can unload an entire train in 8 to 10 hours. It previously took several hours to unload a single railcar.



NorKan, LLC, Concordia, recently completed constructing its fertilizer plant and had an open house in November.

Fertilizer is loaded out on semi trucks, which are capable of being fully enclosed during load-out.

Dry fertilizer demand has increased and a growing share of nitrogen imported is in dry and liquid form rather than anhydrous fertilizer because of transportation and security issues.

Nearly everything in the approximately \$4 million plant is computerized including ordering and inventory tracking. Because of the highly automated systems, only two full-time employees are necessary at the plant year-round.

"A total of five bins are

available in the facility, which increases the flexibility in what can be stored," Fifield says. Bins include two 11,500 ton bins, two 1,000 ton bins, one 3,000 ton bin, and two 50 ton micro bins.

"At full capacity, we should be running through 100,000 tons per year of product,"

Fifield says.

Farmway Co-op, Inc. owns 50 percent of NorKan, LLC and ADM owns the remaining 50 percent. Farmway Co-op, Inc. recently merged with the Farmers Union Cooperative Association, Clay Center, which will be effective January 1, 2006. AgMark, LLC is a joint venture between area cooperatives, including Farmway Co-op, Inc., to enhance marketing for area producers.

"It is these partnerships that help us be competitive," Fifield says. "We are so appreciative of all the support we've received from organizations in the area."